

Why an EM LEP

- EM recognizes that in order to become a high performing organization, it must continually enhance the leadership competencies of the SES corps as well as develop the skills of future and emerging leaders.
- Demographics show that 45% of the EM workforce is eligible to retire by 2012... succession planning is essential.
- Results of The Federal Human Capital Survey indicate the need for leadership development across the Federal Government. Internal surveys and organizational assessments support this need within EM.
- The National Academy of Public Administration and the Environmental Management Advisory Board have suggested EM take a rigorous and structured approach to leadership enhancement.

EM's LEP is for Everyone

The LEP's three-tier approach encompasses EM's entire workforce for the employees' professional careers.



Tier 3

Enhance the leadership competencies of SESs



Tier 2

Provide learning opportunities to Emerging Leaders (GS-14/15)



Tier 1

Provide learning opportunities to Potential Leaders (GS-13 and below)

Successful implementation of the LEP depends on engaged employees and supportive supervisors.



"Leadership and learning are indispensable to each other."
—John F. Kennedy



Office of Environmental Management
Leadership Excellence Program



Environmental Management
safety ♦ performance ♦ cleanup ♦ closure

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EM's LEP = Succession Planning

Vision

Establish a competency-based program to develop future leaders and enhance Senior Executive Service (SES) leadership skills.

Objectives

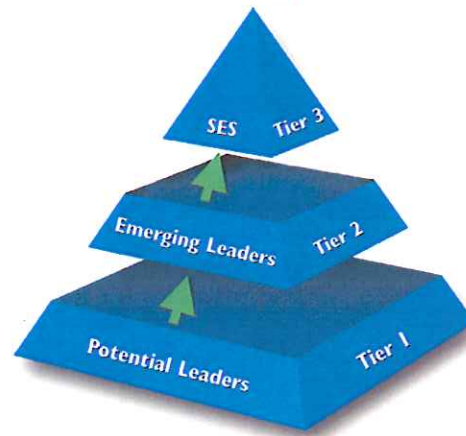
The Leadership Excellence Program (LEP) is a roadmap to senior leadership in the organization. Every Office of Environmental Management (EM) employee is a potential leader, whether he or she chooses to become a manager or elects to focus on excellence in a technical or functional role. The LEP is designed to develop team leaders, project leaders, supervisors, managers, and senior executives. The LEP does not replace the technical and functional development of employees. Rather, the LEP, in conjunction with these areas of development, produces the best qualified leadership.

EM's LEP provides the employee the opportunity to:

- Establish an Individual Development Plan (IDP) or Executive Excellence Plan (EEP) which outlines career development/enhancement opportunities
- Participate in mentoring and coaching
- Participate in rotational assignments for on-the-job leadership development

Leadership learning is a continuous process and should not end with entry into the SES. EM recognizes that leadership enhancement is vital to the program and commits to the development and strengthening of leadership skills for all EM employees throughout their careers. Therefore, the LEP is designed to be a focused and balanced approach to leadership excellence that begins with onboarding and continues through retirement.

Three-Tier Approach



Tier 3: SESs

- Leadership Enhancement: EEP
- Augment current leadership skills through LEP opportunities
- Focus: 10 specific Executive Core Qualifications (ECQ) leadership competencies

Tier 2: Emerging Leaders

- Career Development: IDP
- Succession planning for Emerging Leaders (GS 14/15)
- Focus: All 22 ECQ leadership competencies

Tier 1: Potential Leaders

- Career Development: IDP
- Succession planning for Potential Leaders (GS-13 and below)
- Focus: Master the 6 fundamental competencies; begin to address all 22 ECQ leadership competencies

Executive Core Qualifications LEADERSHIP COMPETENCIES

LEADING CHANGE

Creativity & Innovation	External Awareness	Flexibility	Resilience	* Strategic Thinking	* Vision
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LEADING PEOPLE

* Conflict Management	* Leveraging Diversity	* Developing Others	* Team Building
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RESULTS DRIVEN

Accountability	Customer Service	Decisiveness	Entrepreneurship	Technical Credibility	* Problem Solving
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BUSINESS ACUMEN

Financial Management	* Human Capital Management	* Technology Management
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BUILDING COALITIONS

Partnering	Political Savvy	* Influencing/ Negotiating
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* SESs should first focus on these 10 specific ECQ competencies in enhancing their leadership skills.

The following fundamental competencies are the foundation for success in each of the ECQs:

-Interpersonal Skills	-Integrity/Honesty
-Written Communication	-Continuing Learning
-Oral Communication	-Public Service Motivation